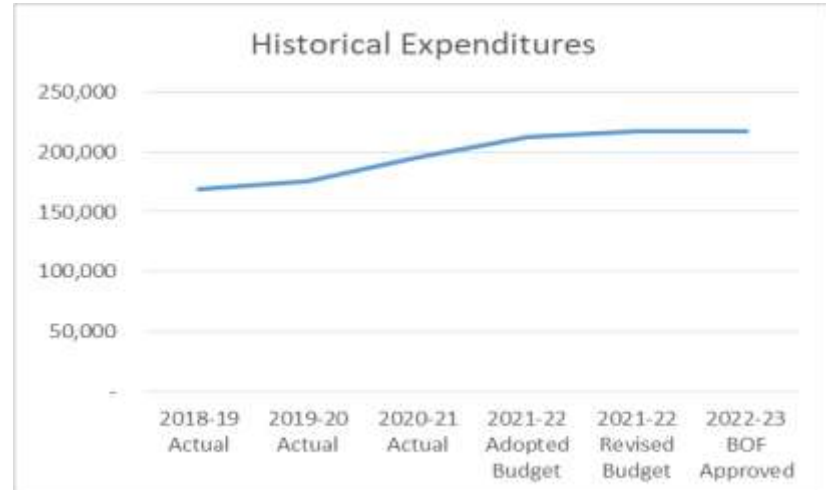
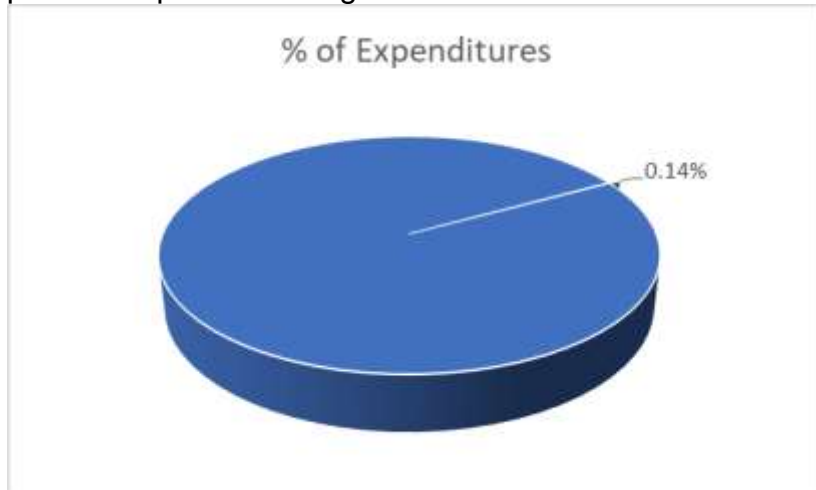


Human Resources

The Human Resources Department is responsible for the management of all personnel programs and operations for Town employment such as recruitment and selection, benefits coordination, compensation administration, contract administration, employee and labor relations, employee recognition, investigations and disciplinary action, compliance with employment laws and regulations, performance management, records maintenance, and training and development. The Human Resources Director serves as the liaison with the third party carriers that provide the Town with employee benefits such as health, dental, vision, life, and workers' compensation insurance. The Director is responsible for advising and counseling department heads and supervisors relative to human resource and labor relations issues and for maintaining policies such as those contained in the Employees' Guide. The Director serves as staff to the Town and Police Pension Committees and provides services to all Town (including BOE and Library) and Police pensioners on matters relating to their pension payments and benefits. Additionally, the Human Resources Director serves on the Town's negotiating team in collective bargaining matters and serves as its advocate in grievance/interest arbitrations and prohibited practice charges filed with the State Board of Labor Relations.



[Click here to explore historical and proposed expenditures for this department](#)

Accomplishments 2020-2021

- Managed all employee-related issues regarding COVID-19, including established safety policies and procedures for employees, administered FFCRA Expanded FMLA & Emergency Paid Sick Leave, created and implemented an online Employee Daily Health Check, created a work from home policy and agreement template, monitored all

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employees sick with COVID-19 or quarantining, and developed a protocol for managing Workers' Compensation cases that involved COVID-19.

- Implemented the four-day workweek schedule for Town Hall employees on a trial basis 6/1/20 through 12/31/20, which was then permanently implemented.
- Implemented mandatory training program on Sexual Harassment Prevention pursuant to Public Acts 19-16 and 19-93, which together constitute the Time's Up Act.
- Implemented the Public Works Employees' Union Agreement, covering the period 7/1/20 to 6/30/23, which was approved by the Representative Town Meeting (RTM) on 5/10/21.

Accomplishments/Objectives 2021-2022

- The Darien Town Hall Employees Union contract expired 6/30/21, and negotiations for a successor agreement began in May 2021. In July, the parties reached a tentative agreement on all articles of the agreement, except for the Telecommunications Dispatchers article. With the Town moving to a fully civilianized Communications Center, there are additional terms and conditions of employment specific to the dispatchers that must be negotiated.
- Developed bylaws for the Town's Health and Safety Committee that detailed the purpose of the committee, size and composition of the committee, length of term and duties of the officers on the committee. The sitting committee approved these bylaws and a new committee will be in place effective 1/1/22.
- A service rating program was successfully negotiated with the Public Works Employees' Union, and in the spring of 2022, annual evaluations will begin for Public Works employees. There is now a performance evaluation process in place for all Town employees.
- The Town has contracted with Milliman actuarial firm to conduct monthly death audits for its pension plans in order to timely identify when annuitants, spouses of annuitants, and deferred vested participants are deceased. This will prevent overpayment of benefits and, in the case of spouses and deferred vested participants, the liability to the plan could be removed, thus lowering the expense to the Town.
- Coordinated and executed a reorganization plan in which a new Land Use Department was created, comprised of the Building Division and Planning & Zoning Division. It is anticipated this reorganization will enhance the work flow between the two divisions, as well as provide opportunity for greater collaboration and new efficiencies.

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Objectives 2022-2023

- The Darien Police Association contract expires 6/30/22 and negotiations will begin in the spring of 2022.
- Employee recruitment and retention will be a focus as increasing numbers of civilian employees and Police Officers become eligible for retirement.

Five-Year Outlook

The five (5) year projected outlook is stable. During this period, Human Resources will be engaged in negotiating the Town's collective bargaining agreements for the three (3) bargaining units which include the Darien Public Works Employees' Union (7/1/20 – 6/30/23), Darien Town Hall Employees' Union (7/1/21 – 6/30/24), and the Darien Police Association (7/1/22 - tbd). Major points of discussion will continue to focus on health care and pension cost containment, and administrative efficiencies and consistency among the agreements.

Human Resource Department initiatives will include: staff training and development; employee wellness initiatives; recruitment, selection and retention; and maintenance of HR policies and procedures.

| Expenditures | 2018-19 Actual | 2019-20 Actual | 2020-21 Actual | 2021-22 Adopted Budget | 2021-22 Revised Budget | 2022-23 BOF Approved |
|----------------------|---------------------------|---------------------------|---------------------------|---------------------------------------|---------------------------------------|-------------------------------------|
| Personnel | 154,417 | 159,550 | 180,393 | 194,439 | 199,106 | 199,106 |
| Contractual Services | 8,289 | 7,139 | 9,507 | 12,248 | 12,248 | 12,303 |
| Materials & Supplies | 5,889 | 8,757 | 5,557 | 5,810 | 5,810 | 5,750 |
| Total | 168,595 | 175,446 | 195,456 | 212,497 | 217,164 | 217,159 |

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| | 2018-2019 | | 2019-2020 | | 2020-2021 | | 2021-2022 | | 2022-2023 BOF Approved | |
|-------------------------|---------------------------|--------------|---------------------------|--------------|---------------------------|--------------|---------------------------|--------------|---------------------------|--------------|
| Staffing | <i># of positions</i> | <i>FTE's</i> | <i># of positions</i> | <i>FTE's</i> | <i># of positions</i> | <i>FTE's</i> | <i># of positions</i> | <i>FTE's</i> | <i># of positions</i> | <i>FTE's</i> |
| Human Resources Dir | 1 | 1.00 | 1 | 1.00 | 1 | 1.00 | 1 | 1.00 | 1 | 1.00 |
| Administrative/Clerical | 1 | 0.25 | 1 | 0.25 | 1 | 0.25 | 1 | 0.75 | 1 | 0.75 |
| Total | 2 | 1.25 | 2 | 1.25 | 2 | 1.25 | 2 | 1.75 | 2 | 1.75 |

Estimate of total personnel costs based on FY2023 wages and benefits package. Medical and dental expenses are allocated based on number of benefit eligible positions. Only salaries are budgeted in the department. All other personnel costs are budgeted in Employee Benefits.

| | |
|------------------|------------------|
| Base Wages | 199,106 |
| Medical & Dental | 39,649 |
| FICA | 15,232 |
| Other | 731 |
| Retirement | 17,869 |
| Total | <u>\$272,587</u> |

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| Performance Measure | Actual 2017- 2018 | Actual 2018-2019 | Actual 2019-2020 | Actual 2020-2021 | Projected 2021-2022 | Projected 2022-2023 |
|---|-------------------------|---------------------|---------------------|---------------------|------------------------|------------------------|
| Number of recruitments | 10 | 6 | 12 | 10 | 8 | 12 |
| Percentage of external recruitments meeting qualified applicant goal (Goals - Union position: 20; Non-rep.: 12; Dept. Head: 7) | 100.0% | 100.0% | 100.0% | 100.00% | 90.00% | 85.00% |
| Offer acceptance ratio | 100.0% | 100.0% | 100.0% | 100.0% | 85.0% | 100.0% |
| Percentage of recruitments meeting time to hire goal of 90 days | 70.0% | 66.7% | 66.7% | 90.00% | 70.00% | 83.00% |
| Workers' Compensation Work days lost No. of employees with lost work days | 175 12 | 146 12 | 72 4 | 62 4 | 150 7 | 125 7 |
| Early turnover (percentage of recruits leaving in 1 st year) | | | | | | |
| Non-Police | 20.0% | 25.0% | 16.7% | 0.0% | 20.0% | 16.0% |
| Certified Police Officers | 28.6% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Overall employee turnover rate | | | | | | |
| Non-Police | 4.8% | 4.8% | 4.5% | 5.0% | 6.0% | 9.6% |
| Certified Police Officers | 3.9% | 4.0% | 3.7% | 2.0% | 6.0% | 8.0% |
| HR Sponsored Employee Development No. of training sessions offered Total no. of training attendees | 7 242 | 11 281 | 7 219 | 4 103 | 5 150 | 5 120 |

All recruitment and turnover performance measures are based on data for full-time employees. Recruitments for certified Police Officers are not included in the recruitment data as they are handled by the Police Department.

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